

**PROGRESS REPORT ON SELECTED
INFORMATION SYSTEMS DEVELOPMENT PROJECTS
IN THE COMMONWEALTH**

SEPTEMBER 2005



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OBJECTIVES AND SCOPE

We audit a number of systems development projects on an on-going basis, as described in Appendix B. The objectives of our audits are to determine that:

- the project manager complies with the Commonwealth's Project Management Standard, as issued by the Virginia Information Technologies Agency; and
- the project remains on time, within budget, and on scope.

Our reviews generally include examining documents including the project charter, project plan, communications plan, and risk mitigation strategies. We regularly attend project meetings to note any issues affecting the project and meet with the project managers to offer suggestions and recommendations based on our experience monitoring implementations throughout the Commonwealth.

Our goal is to detect problems at the earliest possible point and alert decision makers to this information, thereby reducing project failures. During our review process we also gain an understanding of the system and its controls that will allow us to plan future audit work involving that system. A detailed explanation of our review process is included later in this report in Appendix A.

The purpose of this report is to provide a progress report of selected projects we are actively auditing along with any recommendations we have to improve the project management. Specifically, this report highlights the following systems development projects:

- Virginia Election and Registration Information System (VERIS)
State Board of Elections
- Project New Horizons
Virginia State University
- Integrated Social Services Delivery System (ISSDS) Public Private Partnership
Department of Social Services
- Virginia's Electronic Procurement System (eVA)
Department of General Services
- Integrated Revenue Management System (IRMS)
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- Banner Longwood's Implementation Strategy for Success (BLISS)
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- Virginia Emergency Operations Center (VEOC)
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- VirginiaCORIS - Sentencing Module
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We have issued reports addressing all of the above projects, except for, the Virginia Emergency Operations Center at Emergency Management and the VirginiaCORIS – Sentencing Module at Corrections. We have reported on the projects either thorough issuing a separate report on the system or commented on the status of the project in the agency audit report. For Emergency Management and Corrections this report does not include recommendations, but instead describes project history, activities, and status. We verified the accuracy of this information with all of the agencies, however since there were no audit recommendations we did not conduct an exit conference or receive an agency response.

For each of the reports we held an exit conference with agency management to discuss the report and received their response. For purposes of this progress report, we have included a summary of the report recommendations, if any, and a status of the recommendation's implementation as of the date of this progress report. The Auditor of Public Accounts website at www.apa.virginia.gov has complete reports, along with agency responses, by searching on the specific agency name.

A background and history of all the projects we are currently following is in Appendix B. Therefore, we do not repeat the background and history below for each of the highlighted projects. Instead we focus only on our findings, recommendations, and project response strategies relative to these projects.

HIGHLIGHTS OF SELECTED SYSTEMS DEVELOPMENT PROJECTS

Highlights come from previously issued reports, and we have provided the report issuance date as a reference when searching for the complete reports on our website at www.apa.virginia.gov. In addition, we provide a follow-up section for each of these projects to discuss activities that have transpired since we originally issued our report.

Virginia Election and Registration Information System (VERIS)

State Board of Elections - June 2005

VERIS's most significant risk to the Commonwealth is the potential loss of some or all of the project funding as a result of project schedule slippage. Elections set aside \$12 million of their Help America Vote Act of 2002 (HAVA) grant award to support VERIS. This covers the entire project budget, approximately \$6 million for Unisys software development and another \$6 million for equipment, internal costs, interfaces, and contingencies.

HAVA requirements mandate that Elections complete VERIS by January 1, 2006, to retain this funding. If Elections cannot implement VERIS by this date, the Commonwealth may lose some or all \$12 million in federal funding and would have to pay for those project costs itself, as the Commonwealth must comply with HAVA regardless of the funding source.

Unisys, the vendor hired to develop VERIS, missed every major project milestone in the original project schedule between February and May, placing the VERIS project and its funding at risk. To bring the project back on track, Elections and VITA have worked with Unisys to develop a revised project schedule to ensure VERIS implementation by the deadline. Contingency plans are in place to address further schedule slippage; however, they dramatically increase the project's risk for failure.

Given Unisys' continued lack of performance, we have significant concern of whether they can meet this revised schedule or the January 1, 2006 deadline. Regardless, given the HAVA requirements, Elections cannot abandon their efforts.

Follow-up: In August 2005, Elections made the decision to postpone their implementation of VERIS from September to December as a result of continued missed deliverables. Elections activated their contingency plan as a result of this schedule change and will use their existing system to manage the November 2005 election. The move to a December implementation dramatically increases the project risk, as the time available to implement VERIS by the January 1, 2006 HAVA deadline is limited. As before, Elections must continue to move forward to ensure HAVA compliance; however, some, if not all, of their federal funding may be lost if the deadline is not met. We continue to monitor project activities for progress against the project schedule.

Project New Horizons

Virginia State University - August 2005

To successfully implement this system on schedule, within budget and with the least disruption to daily operations the University must address the staffing shortage with real solutions rather than shifting resources to temporarily patch the problem. Management must also require the Project Manager to manage the project according to an approved project plan. Finally, Management must ensure the Project Manager understands his authority over project team members and that he exercise this authority by holding members accountable for missed deadlines and deliverables. We believe the University can achieve successful completion of this project if they address the concerns described in this report.

We have been monitoring the University's progress in implementing their new Banner administrative systems. We found that the University has started executing work without an approved project plan and they are not monitoring actual progress against the plan. In addition, the project is not on time as some deliverables are at least two months behind schedule. University staffing shortages and the lack of accountability for completing work are the primary causes for the project delays. Continuing to miss deliverable deadlines and staffing shortages will impact the University's ability to meet their July 1, 2006 implementation schedule, resulting in increased costs.

Over the last year, the University has experienced significant employee turnover in several positions. The University has filled some of positions, but many others have remained vacant. This turnover has led to many new staff in key positions or increased staff workloads due to the positions that remain unfilled. Staffing shortages contributed to the Banner project's suspension in January 2005 and we have concerns that continued shortages will put the reactivated project at risk again.

Follow-up: In late August 2005 the Collegis Project Manager resigned and a replacement manager began working in early September. Around the same time the University's Project Manager also resigned from the project due to a desire to return to teaching and as of mid-September the University has not named a replacement. In addition, in mid-September Judy Marchand joined the University as the Chief Information Officer and she will be actively involved with the project. Ms. Marchand is a former SCT and Collegis employee that worked for years as the University's Technology Director before leaving in 2003 to work for Virginia Information Technology Agency (VITA) Project Management Division. She brings expertise in SCT products, experience working in the University's environment, and proficiency in project management best practices.

In mid-September the Executive Steering Committee approved a finalized a project plan showing an expected project completion date of July 2005. However, we continue to be uncertain that the University can meet their July 2005 completion target since the backlog directly impacts the projects critical path and completion date. In addition, we are concerned that committing sufficient resources to make up this deficit may negatively impact other non-project related operations.

Integrated Social Services Delivery System (ISSDS) Public-Private Partnership

Department of Social Services - September 2005

Social Services is pursuing a public-private partnership to develop an integrated system for the delivery of their services. However, we have concerns that they do not have an adequate strategic plan that supports how they need to operate in the future and recommend that they re-sequence the partnership initiative to wait until this is done.

We have addressed deficiencies in their strategic plan in prior audit reports and have historically been critical of their ability to successfully design and develop new systems. In addition, the Joint Legislative Audit and Review Commission (JLARC) has been reviewing Social Services for the past year and plans to issue their report and recommendations in October 2005. We believe JLARC's in-depth analysis may support significant changes that Social Services needs to contemplate.

Finally, Social Services is performing business process re-engineering simultaneously with the public-private partnership and we believe that they should complete their re-engineering efforts first so they can adequately describe to the vendors how they plan to work in the future. Without this done, we believe the public-private partnership vendors will not have sufficient information to develop sound detailed plans or may be constantly reacting to changes in processes.

We recommend that Social Services finish their strategic planning process to include: analyzing and defining their role in the social service delivery process; determining how they should work and be structured; analyzing redundant eligibility processes and duplicate information; and defining their new organization. We further suggest that they consider JLARC's report, which may raise further concerns about Social Services ability to adequately plan and manage a large scale systems effort. Social Services should take caution and set a clear direction for their organization before continuing their plans for the public-private partnership.

Follow-up: We received Social Services response to our report that indicates they intend to wait until the JLARC report is released before proceeding with the final vendor selections for the detailed proposal phase. The JLARC report is expected out sometime in October 2005.

Virginia's Electronic Procurement System (eVA)

Department of General Services - June 2005

General Services launched eVA, the Commonwealth's electronic procurement system in March 2001. We followed eVA's development and implementation over several years and issued two interim reports addressing areas needing attention. With implementation complete and the operation environment stabilizing, we used our understanding of the system and its controls to determine auditability of eVA's security management, as it existed in January 2005. This review primarily addressed central security administration activities performed by General Services and overall, we found that General Services has established strong policies and procedures, but there are areas for improvement over eVA security administration. We recommended that General Services:

- develop exception-based queries to analyze user access on a regular basis. General Services should communicate exceptions and their resolution to agency security officers;
- make monitoring tools available to agencies on-line so agencies can more efficiently and effectively meet their monitoring responsibilities;
- periodically assess agency security practices and their compliance with the eVA security manual; and
- provide formal security training to security officers on a regular basis and develop a formal strategy to increase security delegation to agencies.

General Services has stated their ultimate goal is to delegate advanced security administration functions to the agencies that have sufficient, qualified resources to fulfill these responsibilities. By

improving each of these areas, General Services will move closer to their overall goal of delegating advanced security functions while ensuring the integrity of eVA.

Follow-up: General Services substantively agreed with our findings and implemented several corrective actions in response to this report including central daily monitoring of key exception reports and a focus on bringing executive branch agencies in compliance with reporting requirements of the current eVA security manual.

General Services plans on providing the monitoring reports developed jointly by APA and General Services staff to key eVA security individuals for review and comment by the end of September. They will then assemble a training guide and publish the reports for use by agency security officers. General Services is also working on a delegation strategy which will focus on agencies with the largest eVA user populations.

General Services has hired an additional resource that has revised General Services security program and standards. Next, this resource will rewrite the eVA security manual and develop a best practice guide. Formal training on the new security manual will begin early in 2006 and there will be quarterly meetings for security officers and administrators.

Finally, General Services has established a procedure to have all eVA enhancements reviewed by the DPS Policy Committee. In addition, General Services has begun notifying agencies of changes to eVA that may impact compliance with existing state policies.

Highlights below provide a current status of each of these other key projects.

Integrated Revenue Management System (IRMS)

Department of Taxation

In July 1998, Taxation signed a five-year contract with CGI-AMS (formerly American Management System) to replace the State Tax Accounting and Reporting System (STARS), the Commonwealth's primary revenue accounting system, as well as completely reengineer Taxation's business operations. Taxation estimates the total project cost of the IRMS at completion will be \$235,919,238, including internal personnel costs.

The entire project had an original completion date in December 2003; however, Taxation delayed the date twice. The first delay resulted from a change order executed in February 2003 to provide support for the Tax Amnesty Program. The second delay resulted from data conversion problems identified in the spring of 2004 related to the implementation of the Advantage Revenue system. Because of the small operational window available for the transition to Advantage Revenue, the conversion and implementation was pushed back to August 2005, with final project closeout scheduled for June 2006.

Taxation successfully completed the conversion of data as well as the movement of all interfaces from STARS to Advantage Revenue during a 17 day blackout period in early August 2005. Taxation is currently operating Advantage Revenue and all of IRMS in a controlled production environment, slowly bringing their business processes back on-line using a "crawl, walk, run" methodology. This methodology allows Taxation to first test a particular business process and the supporting applications and interfaces comprising IRMS, including Advantage Revenue, with small data sets to ensure they are functioning and reconciling properly. Once verified, Taxation progressively processes more aggressive data sets, verifying them along the way, until the business process is operating at 100 percent.

Banner Longwood's Implementation Strategy for Success (BLISS)

Longwood University

During the project Longwood has experienced significant employee turnover and several key positions, including the project lead and numerous finance staff positions, remain vacant. Our report entitled, "Longwood: Interim Report on the Financial Statement Audit for the Year Ended June 30, 2004," addresses these staffing shortages from a financial reporting perspective. Longwood recognizes these staffing issues are a significant problem and if unresolved, will impact the ultimate success of the BLISS project, and more specifically the finance module. Longwood is currently evaluating alternate plans in order to avoid the expenditures and delays caused by suspending or stopping the project.

Longwood's consultant, Sungard SCT (SCT), evaluated the effects of the staffing shortage and reported several recommendations to Longwood. The SCT report recommends that Longwood implement the finance module in a staged rollout to maximize Longwood's resources. This methodology would maintain the original go-live date of July 1, 2006. The report also suggests that Longwood rely on one of the eight other higher education institutions that have implemented the finance module in Banner to create and implement the production charts and chart of accounts portion of the finance module. Finally, it suggests the use additional consulting services to supplement Longwood's existing staff.

In September, Longwood reorganized the finance office and is currently advertising to fill vacant positions, including that of the Controller. In addition, Longwood has made the decision to purchase additional consulting services from SCT in preparation for the system migration. The additional consulting services will support all of the BLISS the core modules, not just the finance module. Longwood intends for the consulting services to alleviate much of the burden on current Longwood staff and help complete the project on time.

Virginia Emergency Operations Center (VEOC)

Department of Emergency Management

Emergency Management is locating their new statewide Virginia Emergency Operations Center in the new combined Virginia State Police Headquarters facility on the campus of the existing headquarters at 7700 Midlothian Turnpike in Richmond, Virginia. The purpose of the VEOC is to coordinate agencies throughout the state as needed during an emergency. This Center will be the central hub for all communications and decisions should the emergency affect a large portion of the Commonwealth. This project is very critical since the current emergency operations center is outdated and does not have sufficient space for all of the necessary agencies to operate. It is also needed to fix past flooding problems in the current Center, which was rendered useless during Hurricane Gaston.

We are tracking a drainage problem that we believe could affect Emergency Management's plans to begin using the Center sometime in January 2006. The Center will be located in the basement of the building and when we toured it in June we noted only one small water drain near the basement entrance. We believe this drain could be inadequate to handle the water run-off based on the surface area it has to drain when it rains. We discussed our concerns with the Project Manager who agreed and subsequently shared them with the project's steering committee.

Emergency Management has been working to address the issue by hiring an engineer who discovered broken conduits, improperly installed drains that allows water to back-up, among other problems. The engineer has proposed fixing the broken conduits, however there has not been a solution presented for inadequate water drainage at the basement entrance. Emergency Management expects to have this problem resolved by late October 2005 and we will continue to monitor the situation closely.

VirginiaCORIS - Sentencing Module

Department of Corrections

Corrections is currently implementing the Offender Sentence Calculation System, the first module of their overall offender management system, VirginiaCORIS. The criticality and magnitude of the Corrections legacy systems needing replacement, as well as their past failures, continues to make this development project a risk to the Commonwealth.

The project had original completion date of July 2005. As a result of the complexity of the Virginia sentence calculation algorithms, Corrections has extended the project completion by 90 days at the request of the software vendor. In addition to increased project management costs due to the schedule extension, the team also incurred additional budget increases as a result of Independent Validation and Verification services and finalized hardware amounts.

The project manager acknowledged these changes early and adjusted the project timeline and budget appropriately. In addition, the project manager followed the appropriate procedures outlined in the Commonwealth's Project Management Standard issued by the Virginia Information Technologies Agency for adjusting the project plan baseline. The specific project baseline changes were more than ten percent of the total projects schedule and cost, therefore the required approval from the Commonwealth CIO.

Project management and communication among the project team and contractors are well defined and continue to remain strong and there is a detailed project schedule and project management is currently meeting the approved project plan. In addition, the project team has used their Risk Management Plan which identifies potential risks and risk response strategies. As issues occur, this plan has helped the project team identify threats early and minimize the adverse effects of the problems.

The project team is beginning to plan for the final two phases of VirginiaCORIS, Community Corrections and Institutional Operations. These final two phases are estimated to cost \$14.5 million and they will be completed in the spring of 2008.

APPENDIX A

Information Systems Development Audit Methodology

Introduction

Section 2.2-803(b) of the Code of Virginia requires the Auditor of Public Accounts to review financial systems implemented by state entities. To facilitate this review we use staff specialists trained predominately in systems development best practices and audit techniques. The results of these reviews are often included within the responsible agency's annual financial audit report. Additionally, there are occasions where we issue special reports responding to legislative requests to review and report on a specific systems development effort.

During the 2003 General Assembly session, the Commonwealth created the Virginia Information Technologies Agency (VITA), established a new Commonwealth Chief Information Officer (CIO) position, and created an Information Technology Investment Board, effective July 1, 2003. The IT Investment Board is responsible for initially approving systems development projects and determining whether they should continue based on information obtained from the CIO. This progress report serves to provide information to the CIO, IT Investment Board, Legislature, and Governor to aid in making well-informed decisions regarding the continued support of projects.

Because we are involved with many projects from their start, we have the opportunity to review planned controls and audit trails designed in the system to ensure they sufficiently protect data and log activities. Further, by understanding planned controls early, we can aid in the future development of effective and efficient audit procedures.

Through the years, there has been an increasing amount of money spent on system development projects. Some of these projects have run over budget (either time or money), while others resulted in failure. A major goal of our involvement in projects is to determine if and when a project is not progressing as planned and alert any chief parties of this information, thereby mitigating the potential for failure at the earliest point possible. We view our involvement as one of early detection and prevention and work with the project manager and agency management to foster a positive working relationship.

Methodology to Identify Projects for Review

During the year, we monitor many resources to identify potential systems development projects. These sources include, but are not limited to:

- The Information Technology Investment Board and related subcommittees
- Legislative meetings
- Appropriations Act and Budget Bill
- Discussions and meetings with agency management and systems professionals
- Joint Commission on Technology and Science - JCOTS meetings
- Council on Technology Services - COTS meetings
- VITA Project Management Division
- Dashboard - VITA's electronic record of development projects
- Discussions and meetings with financial audit staff and project leaders within the APA

Once we identify a potential systems development project, we maintain a record of that system. However, the volume of projects on-going at one time dictates that we identify and follow only those that represent the most risk to the Commonwealth. To achieve this we complete a detailed questionnaire about the

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system based on meetings with agency personnel. By the answers we receive, we are able to calculate a risk score using the following risk factors:

- Project budget
- External dependencies such as other relying on the information
- Management support
- Importance of the system to the agency's mission
- Agency's experience and history at implementing systems
- Complexity of project and technology
- Project phase, higher risk of failure in early stages of development

We rank all project risk scores from highest to lowest and the Systems Development team members convene to discuss the highest risk projects and assign available staff to audit them. We re-evaluate the risk scores at least three times a year so that new projects or ones whose risk has increased can undergo more thorough auditing.

Systems Development Audit Approach

We audit the project throughout its development life cycle phases and determine if it is meeting the six tangible success elements contained in every project phase. Projects that contain these six tangible success elements have a higher likelihood of on time completion, meeting the budget, and achieving the desired objective. The six tangible success elements are:

1. Project Scope and Time Management
2. Commitment
3. Risk Management Mechanisms
4. Financial Management Mechanisms
5. Procurement and Contract Management
6. Communication

These project success elements are considered standards for the project management profession and are described in detail in, *A Guide to the Project Management Body of Knowledge (PMBOK Guide)*, created by the Project Management Institute (PMI). These standards are the industry normal in project management.

Project Scope and Time Management - Project managers define the business need, prepare a detailed project plan, and define a method to control changes to the project plan as part of their project scope and time management. Project scope management defines and controls what is and what is not part of the project. Project managers measure their success at achieving scope management by comparing actual activity and deliverables against the requirements and plan.

Project time management involves defining detailed project activities, deliverables, schedules, and schedule controls to improve the likelihood of completing the project on schedule. Project managers typically receive on-going requests to expand or contract project scope or to modify schedule estimates while the project is underway. It is critical that project managers define the procedures to follow for changing the project plan baseline, including required approvals, to ensure the project's successful scope and time management.

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Commitment - Project managers seek to obtain strong executive, legislative and agency commitment to a project, and assign sufficient and competent staff as part of their project resource management. Project resource management makes the most effective use of people involved with the project and involves identifying and assigning project roles, including end user involvement; obtaining the appropriate human resources to work on a project; and developing staff competencies with the new application.

Risk Management Mechanisms - Project risk management involves the processes of identifying, analyzing, and responding to project risk. Project risk is an uncertain event or condition that can have a positive or negative effect on a project objective. Project managers use risk management to identify potential risks and minimize the probability and consequences of adverse events through the development of risk response strategies and use of risk monitoring techniques.

Financial Management Mechanisms - Project managers compile complete cost estimates and budgets, attempt to secure a dedicated funding source, and control changes to the budget as part of their financial management. Project managers use the detailed project plan, historical information and alternatives to create the project budget. Once established, project managers use cost management to provide a change control system that defines the procedures for allowing changes to the cost baseline (budget).

Procurement and Contract Management - Project managers incorporate sound vendor and product selection processes and seek to develop a legally enforceable contract as part of their procurement management. Project procurement management involves all of the processes required to acquire goods and services from sources outside the agency. Elements include: determining when to procure products and services outside of the agency; selecting the best vendor to provide the goods and services; and establishing a well defined contract that describes the products or services that will satisfy the identified need. Contract management is the process of ensuring that the vendor's performance meets the contractual requirements.

Communication - Project managers develop strong team communication, information distribution and performance reporting mechanisms as part of their communications management program. Project communications management provides the critical links among the project team. It also ensures the generation, collection, dissemination, storage, and disposition of project information to individuals inside and outside the project team including the Governor, legislature, public, and future users who are not part of the project team.

Reporting Audit Results

We report the results of our reviews in different ways, depending on the circumstances. Often we include project background and status information within the annual audit report of the agency. If there is a legislative request that we review a system, we will prepare a written report specifically addressing the legislative request. Finally, if we identify project management concerns that are serious and not being resolved timely, we immediately prepare a report that details our concerns and the corrective action.

APPENDIX B

Comprehensive List of Systems Development Projects Currently Under Review

Below is a list of the systems development projects we are actively auditing at this time. While this list is not all inclusive of current projects across the Commonwealth, it does represent those that we consider to be the highest importance due to risk, budget, phase, and/or impact of the system.

<u>Agency</u>	<u>System Name</u>
Department of Corrections	VirginiaCORIS – Sentencing Module VirginiaCORIS - Phases II and III
Department of Criminal Justice Services	Virginia Integrated Justice Program - Charge Standardization Project II
Department of Education	Educational Information Management System
Department of Emergency Management	Virginia Emergency Operations Center
Department of Motor Vehicles	Integrated Systems Redesign
Department of Rehabilitative Services	Integrated Case Management
Department of Social Services	Child Care System Integrated Social Services Delivery System
Department of Taxation	Integrated Revenue Management System
Department of Transportation	Asset Management System Financial Management System II Upgrade Roadway Network System
Longwood University	Banner, Longwood's Implementation Strategy for Success
Office of the Governor	Enterprise Applications Public Private Partnership
State Board of Elections	Virginia Election and Registration Information System
University of Virginia	Student System Project
University of Virginia Medical Center	Integrated Healthcare Information Management System
Virginia Commonwealth University	Administrative Re-engineering through Integrating Electronic Services
Virginia Information Technologies Agency	Infrastructure Public Private Partnership
Virginia State University	Project New Horizons

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VirginiaCORIS – Sentencing Module

The Department of Corrections (Corrections) is implementing an automated Offender Management Information System, VirginiaCORIS, which will integrate the majority of Corrections offender related applications. Offender Sentence Calculation is the first application in the VirginiaCORIS Project. Offender Sentence Calculation will replace one of Corrections oldest legacy application, Time Information Processing System (TIPS), which is critical to Corrections mission.

Corrections conducts approximately 12,000 initial sentence calculations each year and thousands more recalculations as the offender's status changes with time. TIPS currently performs these calculations, but the system is antiquated and difficult to maintain. Corrections considers the replacement of TIPS an emergency need. Offender Sentence Calculation will enable Corrections to properly record offender sentences and other legal obligations.

Sponsoring Agency Information	Secretary of Public Safety Department of Corrections: Project Sponsor: Gene Johnson, Director Project Manager: Jody Rogish	
Current Phase of Development	Execution and Control	
Project Timeline	RFP issued Project Development Approval granted by ITIB Contract signed with CGI-AMS and xwave New England Original Go Live Re-baselined Go Live Current Go Live	February 2004 July 2004 September 2004 July 2005 September 2005 October 2005
Total Budget	Original: \$1,054,118 Re-baselined: \$1,427,468	
Funding	75% federal funds, 25% general funds	
Actual Costs (As of 6/30/05)	\$720,108	
Outside Contractor(s)	Project Management Contractor: CGI-AMS Sub Contractor: NuKore Software/Implementation Contractor: xwave New England Sub Contractor (data interchange): Bearing Point IV&V: Northrop Grumman	
Additional Information	In March 2005, Corrections' Internal Agency Oversight Committee approved the adjustment of the project cost (an additional \$373,350) and schedule. The cost increase resulted from a known fixed price for project management services, the addition of IV&V services, and final hardware needs. Although the software company is not increasing their costs as a result of the 90-day development extension, there will be an increase in internal staff and project management time reflected in the cost adjustment above. The ITIB approved these adjustments in April 2005. Corrections added an additional 2 weeks to the re-baselined go-live date to accommodate for a concurrent sentencing enhancement.	
Report Name and Issue Date	No reports issued to date.	

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VirginiaCORIS - Phases II and III

Corrections is beginning implementation of an automated Offender Management Information System, VirginiaCORIS. CORIS is the software solution purchased from xwave New England. Corrections developed the current offender applications over the last 30 years to satisfy individual functional area needs. These stovepipe applications no longer provide the functionality needed by the Corrections end user.

VirginiaCORIS is comprised of three major projects: Offender Sentence Calculation (described earlier in this report), Community Corrections (phase 2), and Institutional Operations (phase 3). The final product will result in a single, fully integrated system that will replace Corrections legacy offender-related applications. This system is critical to Corrections mission.

Sponsoring Agency Information	Secretary of Public Safety Department of Corrections: Project Sponsor: Gene Johnson, Director Project Manager: Jody Rogish	
Current Phase of Development	Initiation	
Project Timeline	Begin Preliminary Planning Begin Planning (ITIB has granted planning approval) Request Development Approval from ITIB Scheduled Phase 2 Completion Scheduled Phase 3 Completion	August 2005 November 2005 February 2006 December 2006 March 2008
Total Budget	\$14,500,000	
Funding	\$2 million federal matching grant (75% federal, 25% operating budget) Requesting General Fund appropriations from General Assembly for remaining	
Actual Costs (As of 6/30/05)	\$0	
Outside Contractor(s)	Project Management Contractor: CGI-AMS Sub Contractor: NuKore Additional contractors to be determined, including IV&V.	
Additional Information	This project is a continuation of the Offender Sentence Calculation Project. The xwave solution is currently in production in Maine Department of Corrections and expected to be installed in three additional state correctional departments.	
Report Name and Issue Date	No reports issued to date.	

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Virginia Integrated Justice Program - Charge Standardization Project II

The Integrated Justice Program, Charge Standardization Project II (CSP-2) is a series of separate projects with the common theme to improve criminal justice information sharing and a common funding source. The project's objective is to enhance overall public safety by providing more timely, accurate and complete offender data to criminal justice decision-makers. The Department of Criminal Justice Services is responsible for overall project management, grant monitoring, and reporting. Major project participants include the Virginia State Police, Supreme Court of Virginia, and the Department of Corrections.

This project builds on the foundation laid by the Charge Standardization (CSP) Project I, which introduced a number of improvements to facilitate the exchange of criminal justice data including establishing offense tracking numbers, establishing data standards for charge-related data, and modernizing the computer platform at Virginia State Police. CSP also completed the implementation of the new magistrate system and enhanced the LiveScan System. CSP-2 consists of the following projects:

- improving data accuracy and timeliness in the State Police Wanted System;
- improving disposition reporting for juvenile offenders;
- improving the availability to cross reference data across multiple systems through establishment of a Master Name Index;
- improving identification by making mug-shots available with criminal history and the sex offender registry;
- documenting requirements for a statewide Record Management System; and
- documenting requirements for interfacing sentence-related data from the Supreme Court of Virginia to the Department of Corrections.

Sponsoring Agency Information	Secretary of Public Safety Department of Criminal Justice Services: Project Sponsor: John Colligan, Deputy Director, Chief Information Officer Program Manager: Greg Lilley Major participants providing additional project management support: Project Coordinator: Captain Ken W. Paul, Jr., Virginia State Police Project Coordinator: Ken Mittendorf, Supreme Court of Virginia Project Coordinator: John Taylor, Department of Corrections	
Current Phase of Development	Execution and Control	
Project Timeline	Begin Project Execution and Control Scheduled Project Closeout	May 2005 June 2006
Total Budget	\$1,978,995 (to be distributed among the agencies involved - see below)	
Funding	100% federal funds	
Actual Costs (As of 6/30/05)	Approximately \$100,000	
Outside Contractor(s)	A statewide staff augmentation contract will be used to hire additional help as needed.	
Additional Information	Grant funds will be distributed to the agencies listed above in accordance with mutually agreed upon project plans and in accordance with allocations previously defined in the General Concept and Scope Agreement.	
Report Name and Issue Date	No reports issued to date.	

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Educational Information Management System (EIMS)

This project, currently pending closeout approval from the ITIB, provides a state-level education information management system that enables the Department of Education (Education) to meet state and federal reporting requirements. The project correlates with the Governor's "Education for a Lifetime" initiative and supports the No Child Left Behind Act of 2001 reporting requirements.

The primary objective of this project was to assign a unique, permanent Student Testing Identifier (STI) to each of the Commonwealth's 1.2 million students. The STI matches student assessment results with demographic and program participation data, facilitates the pre-identification of students for Standards of Learning (SOL) assessments, and provides decision support tools that will allow state and local educational staff to make informed decisions. Additionally, the system enables local school divisions to transfer data between their current student information systems and the EIMS application, as well as allow Education to respond to state and federal reporting requests.

Education outsourced the development and hosting of EIMS completely to Pearson Education Measurement. The total project budget for the 15 month implementation project was approximately \$4.5 million. Education expects to sign a ten-year ongoing maintenance and enhancement contract with Pearson in the fall of 2005 and anticipates internal and external operation and support costs of approximately \$10 million over that time period.

Sponsoring Agency Information	Secretary of Education Department of Education: Project Sponsor: Lan Neugent, Asst. Superintendent of Information & HR Program Manager: Bethann Canada, Director of Information Management Project Manager: Peter Coleman, EIMS Project Manager	
Current Phase of Development	Pending Closeout	
Project Timeline	Contract Signed Application Pilot Completion of Deployment Project Closeout Reports Submitted	January 2004 July 2004 March 2005 April 2005
Total Budget	\$4,450,938	
Funding	12% general funds, 88% federal funds	
Actual Costs (As of 6/30/05)	\$4,004,760	
Outside Contractor(s)	Primary Contractor: Pearson Educational Management IV&V Contractor: CELT Corporation, CGI-AMS	
Additional Information	The No Child Left Behind Act mandated the system implementation by June 30, 2006. At the Governor's request, the project schedule was accelerated by three months, by dedicating additional resources and adjusting the completion of some desired, but not required, deliverables. These desired deliverables will be addressed as enhancements to the application at a later time.	
Report Name and Issue Date	No reports issued to date.	

APPENDIX B

Comprehensive List of Systems Development Projects Currently Under Review

Virginia Emergency Operations Center (VEOC)

The Virginia Department of Emergency Management (Emergency Management) intends to improve statewide situational awareness and provide a common operational picture for the Commonwealth's emergency management community. These functions will reside at a new VEOC in Richmond, VA.

The VEOC will co-locate in the same building as the Virginia State Police (VSP) Fusion Center. Both projects require close coordination during implementation of the VEOC; therefore, the VSP Fusion Center is a separate sub-project of the VEOC under the management of the VSP.

The VEOC will incorporate agencies throughout the state as needed during any given emergency. This location will be the central hub for all communications and decisions should the emergency affect a large portion of the Commonwealth. This project is critical since the current EOC is outdated and does not have sufficient space for all of the necessary agencies to operate. The Center should also fix past problems with the current facility, such as the flooding of the current EOC during hurricane Gaston, which rendered that facility useless.

Sponsoring Agency Information	Secretary of Public Safety Department of Emergency Management: Project Sponsor: Michael Cline, Coordinator of Va. Emergency Management Project Manager: George Urquhart		
Current Phase of Development	Execution and Control		
Project Timeline	Initial IV&V Occupancy Permit System and Acceptance Testing Conversion from Old EOC to new EOC Scheduled Project Closeout		July 2005 September 2005 December 2005 January 2006 June 2006
Total Budget	\$6,393,313		
Funding	Federal funds State match of federal funds Emergency Management Program Funds Total funds	\$ 4,624,200 1,541,700 <u>227,413</u> \$ 6,393,313	72% federal funds 28% general funds
Actual Costs (As of 6/30/05)	\$598,502		
Outside Contractor(s)	IV&V Contractor: Bearing Point VEOC Project Team: CACI		
Additional Information	The facility that VSP is building has had issues with water drainage. The issues have been high impact, but the construction teams, VSP and VDEM have worked together to come up with a solution. The proposed solution was completed in early August 2005 and they plan to have fixes completed by mid-September 2005. The project procurement manager was brought on board the project late; due to the planned procurement manager retiring just prior to the point his active involvement was anticipated. Therefore, procurements for certain equipment are 18 days behind schedule. VDEM hopes that vendors will be able to make up this delay through there and get this portion of the project back on schedule.		
Report Name and Issue Date	No reports issued to date.		

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Integrated Systems Redesign

The Department of Motor Vehicles (Motor Vehicles) is currently exploring redesign opportunities to integrate their systems. The redesign will focus on Motor Vehicles' three major business areas: driver, vehicle, and motor carrier. The first step of this project is to complete a comprehensive business process analysis. Motor Vehicles contracted with CGI-AMS to perform a review of existing business processes and identify opportunities for improvement. The results of this review will help develop a detailed plan for implementing business process improvements and supporting technology. The CGI-AMS contract also includes a comprehensive business impact analysis and risk assessment.

DMV will not begin fully defining their Integrated Systems Redesign project until they complete the business analysis. At that time DMV will develop and present their project proposal, project charter, and cost benefit analysis to VITA and the ITIB for development approval.

Sponsoring Agency Information	Secretary of Transportation Department of Motor Vehicles Project Sponsor: Karen Chappell Project Director: Dave Burhop Project Manager: Theresa Anderson	
Current Phase of Development	Initiation	
Project Timeline	Business Process Analysis Completion Detailed Project Timeline	December 2005 TBD
Total Budget	\$1,670,700 for the Business Process Analysis and Impact Analysis only \$32,600,000 current estimate for entire project per the ITIB RTIP report as of 9/1/05	
Funding	100% non general funds	
Actual Costs (As of 6/30/05)	\$304,460	
Outside Contractor(s)	CGI-AMS - Comprehensive Business Process Analysis and Business Impact Analysis / Risk Assessment Analysis Additional contracts may be signed as the project progresses.	
Additional Information	The results of the business process analysis will help Motor Vehicles develop the detailed project plan for the Integrated Systems Redesign project.	
Report Name and Issue Date	No reports issued to date.	

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Comprehensive List of Systems Development Projects Currently Under Review

Integrated Case Management (ICM)

This project is an effort to integrate 21 legacy data management systems and data exchange processes into a single case management application that supports services to people with disabilities across multiple agencies. The following three agencies are sponsoring and funding this effort.

- Department of Rehabilitative Services (65 percent)
- Department for the Blind and Vision Impaired (15 percent)
- Woodrow Wilson Rehabilitation Center (20 percent)

The Department of Rehabilitative Services is serving as the primary agency sponsor and point of contact for reporting to the ITIB.

Planning and requirements definition efforts began in 2000 and included piloting several commercial-off-the-shelf products prior to issuing the request for proposals in the summer of 2003. A lengthy evaluation, contract negotiation and approval period ultimately resulted in a formal contract being awarded to Alliance Enterprises, Inc. in March 2005.

Sponsoring Agency Information	Secretary of Health and Human Resources Department of Rehabilitative Services: Project Sponsors: Joseph Bowman, Commissioner, Department for the Blind and Vision Impaired James Rothrock, Commissioner, Department of Rehabilitative Services Program Manager: Dennis Unger, Director of Information Technology Project Manager: Susan Kropp, ICM Project Manager	
Current Phase of Development	Execution and Control	
Project Timeline	RFP Posted Responses Received Contract Awarded Project Kick-off Meeting Scheduled Development Completion Scheduled Testing Completion Scheduled Project Closeout	July 2003 September 2003 March 2005 March 2005 December 2006 May 2007 November 2007
Total Budget	\$4,781,891	
Funding	100% federal	
Actual Costs (As of 6/30/05)	\$289,122	
Outside Contractor(s)	Primary Contractor: Alliance Enterprises, Inc IV&V Contractor: CGI-AMS (North Highland) for Sept/Oct 2005	
Additional Information	DRS will be contracting separately for each scheduled IV&V, with one scheduled in the fall and the spring through the end of the project.	
Report Name and Issue Date	No reports issued to date.	

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Comprehensive List of Systems Development Projects Currently Under Review

Child Care System

The Child Care Program is a component of the welfare reform initiative. Most localities handle this function manually today by performing duplicate searches to locate customer information in other systems, and must key duplicate information into State systems. A fully automated system for child care will provide and improve both local and state program management (reducing client wait time while improving quality of services), improve the ability to analyze encumbrances and expenditures, assessment of child care unmet needs, and timely information regarding children and families served, providers utilized, and costs of child care.

The Department of Social Services (Social Services) has placed this project on hold until they reach a decision on their public-private partnership since any vendor proposal may include a child care in their design.

Sponsoring Agency Information	Secretary of Health and Human Resources Department of Social Services Project Sponsor: Dottie Wells, Director Child Care Services Project Manager: Barbra Caris
Current Phase of Development	Project is on hold until they reach a decision on their public-private partnership since it could impact the child care system
Project Timeline	Not Applicable
Total Budget	\$10,000,000
Funding	federal funds
Actual Costs (As of 6/30/05)	\$95,907 (preliminary work done by the Project Manager in September 2004)
Outside Contractor(s)	Not Applicable
Additional Information	Social Services has included Child Care in their public-private partnership requirements and are waiting for the detailed proposals and final vendor selection to be made within the next 12-14 months before they will know if Child Care will be part of the partnership or implemented separately.
Report Name and Issue Date	Internal Control and Compliance FY 2004, Issued January 10, 2005 <i>Reports are available by searching under the agency name at www.apa.virginia.gov.</i>

APPENDIX B

Integrated Social Services Delivery System (ISSDS) Public Private Partnership

Social Services initiated the ISSDS project in order to build an integrated system for the delivery of services throughout the Commonwealth. ISSDS is currently in preliminary planning and consists of many sub-components, some of which are well underway, such as the Information Technology satisfaction survey, Business Process Re-engineering, and small system enhancements. All of the current components will support Social Services through a public - private partnership procurement process for the system.

Social Services expects to have the preliminary planning components complete in October 2005 in order to make a decision on how to proceed with the public-private partnership conceptual proposals; specifically, whether to enter the detailed proposal phase. Social Services has already met with the Federal Government to discuss funding and has received conditional funding approval with some stipulations, such as selecting two or more primary vendors to enter into detail planning to encourage competition.

Sponsoring Agency Information	Secretary of Health and Human Resources Department of Social Services Project Sponsors: Ray Goodwin, Co-Chair Social Services Goal 3 Committee Gordon Ragland, Henrico County Director of Social Services and Co-Chair of Social Services Goal 3 Committee Project Manager: Barbra Caris
Current Phase of Development	Initiation
Project Timeline	Business Process Reengineering Completed Customer Satisfaction Survey Completed Review of Vendor Conceptual Proposals Selection of Vendors to Enter Detailed Proposal Phase Begin Detailed Planning September 2005 September 2005 October 2005 October 2005 Spring 2007
Total Budget	\$128,000,000
Funding	50% is anticipated from federal funds 50% is anticipated from general and nongeneral funds
Actual Costs (As of 6/30/05)	\$600,000
Outside Contractor(s)	Primary Contractor: TBD through public-private partnership procurement process IV&V Contractor: Ed Lucke, Gartner Representative
Additional Information	The majority of the current work will support the selection of two or more vendors to enter into the detailed proposal phase. Social Services plans to make the vendors selection by late October 2005, then take 12-14 months to complete the detailed proposal phase. Therefore, by early 2007 they expect to select a single vendor to build/implement the system.
Report Name and Issue Date	Department of Social Services Public Private Partnership - September 2005 Internal Control and Compliance FY 2004, Issued January 10, 2005. <i>Reports are available by searching under the agency name at www.apa.virginia.gov</i>

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Integrated Revenue Management System (IRMS)

In 1998, Taxation contracted with CGI-AMS (formerly American Management System) to develop and implement an Integrated Revenue Management System. The primary justification for the project was the replacement of Taxation's legacy revenue accounting system, STARS (State Tax Accounting and Reporting System), which was approaching 20 years of operation at that time. However, the scope of the project actually covers all automated systems and operational processes used to support business operations of Taxation.

Sponsoring Agency Information	Secretary of Finance Department of Taxation: Project Sponsor: Farley Beaton, Executive Commissioner for Technology Project Managers: Linda Foster, Taxation Dean Merrill, CGI-AMS	
Current Phase of Development	Execution and Control	
Project Timeline	Original "Go-Live" Re-Scheduled "Go-live" Re-Scheduled "Go-Live" Actual "Go-Live" Scheduled Project Closeout	September 2003 August 2004 August 2005 August 2005 June 2006
Total Budget	\$235,919,238	
Funding	100% alternative financing methodology <i>A portion of new revenue streams resulting from project initiatives were retained in a special fund to cover project costs and contract payments as they arose. As of June 30, 2004, Taxation had collected sufficient funds to pay the entire contract requirements and is no longer retaining new revenues.</i>	
Actual Costs (As of 6/30/05)	\$222,842,274	
Outside Contractor(s)	Primary Contractor: CGI-AMS IV&V Contractor: Northrop Grumman	
Additional Information	<p>The first rescheduling resulted from a change order executed in 2003 to provide support for the Tax Amnesty Program. The second rescheduling resulted from data conversion problems identified in the Spring 2004. Because of the small operational window available for the transition to Advantage Revenue, the "go-live" date had to be delayed a full year each time.</p> <p>Taxation executed their cut-over plan beginning July 29, 2005, and completed it August 15, 2005. During this period STARS was turned off, its data was converted for migration into Advantage Revenue, and all interfaces from ancillary systems were moved from STARS to Advantage Revenue. Taxation is now in the process of rolling Advantage Revenue out to its users in a controlled production environment. Business processes have been prioritized for rollout to ensure that the new interfaces and application are operating as intended.</p>	
Report Name and Issue Date	<p>Review of the Department of Taxation's Public-Private Partnership with American Management Systems - March 2002; Department of Taxation Report on Audit for the year ended June 30, 2004; Department of Taxation Report on Audit for the year ended June 30, 2003; Agencies of the Secretary of Finance Report on Audit for the year ended June 30, 2002, 2001, and 2000</p> <p><i>Reports are available by searching under the agency name at www.apa.virginia.gov</i></p>	

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Comprehensive List of Systems Development Projects Currently Under Review

Asset Management System (AMS)

The Asset Management System records the condition of assets such as pavement, bridges, and roadside; and applies condition standards to help establish both strategic and operational performance targets for each asset group. Currently, there is no system or process to accomplish these tasks for all assets statewide. The system includes several decision tools such as a Needs-Based Budget Request System, Work Order System, Work Accomplishment System, Inventory Model, Condition Assessment Model, Cost Model, and Repair Models.

These tools should enable the Department of Transportation (Transportation) to more efficiently and effectively manage roadway assets. In addition, it aims to move the Asset Management operations into full compliance with the internal and external audits, examinations and legislative directives, while attempting to report accurate figures with regard to inventory counts, conditions, location, and budget required for asset management.

The system implementation occurred in June 2005 with a planned roll-out over the next 18 months to every Transportation field office. Transportation has also begun discussions on system enhancements to add more features that they could not implement in the first version.

Sponsoring Agency Information	Secretary of Transportation Virginia Department of Transportation Project Sponsor: Quintin Elliot, Division Administrator for Asset Management Division Project Manager: Michael Hibbard
Current Phase of Development	Closeout
Project Timeline	Project Closeout Reports Submitted June 2005 Field Office Roll-out Scheduled Completion December 2006
Total Budget	\$2,046,794
Funding	100% transportation information technology division operating funds
Actual Costs (As of 6/30/05)	\$2,214,735
Outside Contractor(s)	IV&V Contractor: Bearing Point
Additional Information	VITA is in the process of reviewing and approving the closeout reports. The budget was over the original allocation by \$167,941 (8.2 percent). Of this, approximately \$100,000 was charged to the project but should have been charged to maintenance. Thus, making the project over by approximately \$67,000.
Report Name and Issue Date	Commonwealth Transportation Fund - Agencies of the Secretary of Transportation, October 2004. <i>Reports are available by searching under the agency name at www.apa.virginia.gov</i>

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Financial Management System II Upgrade (FMS)

Transportation plans to upgrade its current financial management system because the vendor no longer supports the current financial management application and environment. The base application for FMS II upgrade project is the PeopleSoft Financials version 6.1, consisting of general ledger, accounts payable, accounts receivable, purchasing, and customized modules for project accounting and time entry. Transportation had planned to implement the most recent, supported version of PeopleSoft as their solution. However, the Information Technology Investment Board recommended that Transportation wait until the Commonwealth finalizes the Enterprise Applications Public-Private Partnership negotiations in November 2005 before making a final decision. Based on the negotiations, Transportation may elect to join the Partnership to replace the statewide accounting system and use that product instead of upgrading FMSII.

Transportation highly customized their original installation of PeopleSoft resulting in a system that is very difficult and time consuming to maintain, along with being outdated. The Information Technology Investment Board approved the current phase of this project which involves a comparison and analysis of Transportations customized PeopleSoft system to the current standard PeopleSoft software. This comparison will identify previously customized areas that are now part of the standard software and areas where Transportation can modify their business practices in lieu of customizing the standard software.

The project planning phase is currently running on time and on budget with an estimated completion date of November 2005. At that time Transportation will develop estimated completion deadlines for the projects remaining phases.

Sponsoring Agency Information	Secretary of Transportation Virginia Department of Transportation Project Sponsor: Barbra Reese, Chief Financial Officer Program Manager: Ned O'Neill Project Manager: Steve Kelliher, Technical Project Lead Functional Manager: Tim Sartini	
Current Phase of Development	Detailed Planning	
Project Timeline	Planning to be Completed Remaining Project Schedule	November 2005 TBD
Total Budget	Detailed planning: \$2,134,004 Remaining Project: TBD	
Funding	100% transportation information technology division operating funds	
Actual Costs (As of 6/30/05)	\$366,475	
Outside Contractor(s)	Requirements Definition Contractors: Northrop Grumman, Unisys and BearingPoint IV&V Contractor: TBD	
Additional Information	Due to key resources being pulled to help with the Governor's Enterprise Application public-private partnership initiative, the project team may ask for a one month extension to cover their lost time. On August 24, 2005, the steering committee approved an extension of 6 months to Capital Assets business requirements and forwarded the extension request to VITA's Project Management Division for approval. Transportation plans to complete the current tasks in November-December and the additional requirements by May 2006.	
Report Name and Issue Date	No reports issued to date.	

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Roadway Network System (RNS)

The Roadway Network System (RNS) creates a replacement system for the aging Highway Traffic Records Information System (HTRIS). The new system incorporates a relational database, links geo-spatial data and business attributes to the roadways, and provides web accessibility to users to retrieve roadway data.

The scope of work includes the migration of all the data from the old system to the new; ensuring the roadway geo-spatial data is aligned with the roadways; connecting the business data to the geo-spatial roadway data; building a web-based system for retrieving the roadway and business data; and improving business processes that have been limited due to the older technology.

Sponsoring Agency Information	Secretary of Transportation Department of Transportation Project Sponsor: Constance Sorrell, Chief of Systems Operations Program Manager: Dan Widner, IT Applications Manager Project Manager: Scott McCombe, PMP, Project Manager	
Current Phase of Development	Execution and Control	
Project Timeline	Scheduled Execution and Control Completion Scheduled Project Closeout	November 2007 December 2007
Total Budget	\$6,470,486	
Funding	100% transportation information technology division operating funds	
Actual Costs (As of 6/30/05)	\$1,271,245	
Outside Contractor(s)	IV&V Contractor: Bearing Point	
Additional Information	None noted.	
Report Name and Issue Date	Commonwealth Transportation Fund - Agencies of the Secretary of Transportation, October 2004. <i>Reports are available by searching under the agency name at www.apa.virginia.gov</i>	

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Comprehensive List of Systems Development Projects Currently Under Review

Banner, Longwood's Implementation Strategy for Success (BLISS)

Longwood University (Longwood) has sought solutions to replace both the software and hardware infrastructures because their current administrative systems are out dated. Longwood chose SCT's Banner solution for their BLISS project. The mission of BLISS is to provide Longwood with an administrative system that provides accurate, accessible, reliable data in a secure, state-of-the-art environment.

During implementation, Longwood will review and revise their current business procedures to create best practice business solutions for the institution. Longwood will implement the SCT Banner Finance, Human Resources, Student, and Financial Aid modules including the self service (web) components. In conjunction with the BLISS project, there are several ancillary products and services the University will implement to enhance BLISS's functionality. These ancillary services, which are outside the scope of the main project, are scheduled to be complete by January 2008.

Sponsoring Agency Information	Secretary of Education Longwood University: Project Sponsor: Frank Moore, Vice President of Information and Instructional Technology Services, and Chief Information Officer Project Manager: Joanne Worsham, Director of Software Support Services	
Current Phase of Development	Planning	
Project Timeline	Master Agreement signed VITA approves Project Charter Planning phase began Project execution phase begins Scheduled project closeout	February 2003 December 2004 January 2005 September 2005 October 2007
Total Budget	\$7,359,421 (\$200,000 set aside for contingency)	
Funding	100% internally funded by Longwood's operating revenues.	
Actual Costs (As of 6/30/05)	\$1,280,439	
Outside Contractor(s)	Primary Contractor: Sungard SCT IV&V Contractor: Dana Abbott, Mary Washington University	
Additional Information	Staffing shortages have caused concerns with the implementation of the Finance module. To mitigate staffing risks, Longwood has brought on additional SCT consultants to help with all module implementations.	
Report Name and Issue Date	Interim Report for Financial Statement Audit - June 30, 2004 <i>Reports are available by searching under the agency name at www.apa.virginia.gov.</i>	

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Enterprise Applications Public Private Partnership

In late 2003, VITA received five unsolicited public-private partnership proposals and in November 2004 selected two vendors, IBM and CGI-AMS to develop detailed proposals for enterprise applications. The goals of this partnership are to:

- identify redundant administrative processes across state government;
- recommend re-engineered processes to increase efficiency and productivity and to reduce cost; and
- propose an enterprise computer system to help address these issues.

The vendors considered administrative, financial, human resources, supply chain management, and information technology management areas in their detailed proposal development process. Currently, these areas have a number of statewide computer systems, which are over 25-years-old (CARS, CIPPS, BES, PMIS) and a host of stand-alone agency accounting systems which includes business applications such as payroll, finance, human resources and others.

The Secretaries of Finance and Administration are the business owners for this partnership. On September 8, 2005, the Enterprise Applications Project Manager presented to the ITIB the preliminary business case and recommendation for approval to move into negotiations as the next step of the project. The ITIB approved this project to move into negotiations. Currently late-October is the Secretaries target date to complete negotiations and should they be successful and decide whether to recommend a comprehensive agreement for the Governor's approval.

To protect the Commonwealth's bargaining power with these vendors, the Secretaries have chosen to exempt portions of the detailed proposals and negotiations from the Freedom of Information Act, which is allowed by the public-private partnership laws. As a result, we do not have details as to project timeline, budget, funding source, and final vendor selection at this time.

Sponsoring Agency Information	Office of the Governor Project Sponsor: Sandra Bowen, Secretary of Administration John Bennett, Secretary of Finance Project Manager: Tim Bass
Current Phase of Development	Initiation
Project Timeline	TBD
Total Budget	TBD
Funding	TBD
Actual Costs (As of 6/30/05)	\$0
Outside Contractor(s)	Primary contractor: TBD IV&V contractor: TBD
Additional Information	None noted
Report Name and Issue Date	No reports issued to date.

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Virginia Election and Registration Information System (VERIS)

Congress passed the Help Americans Vote Act of 2002 (HAVA), which placed new requirements on states, including specific requirements for a “computerized statewide voter registration list defined, maintained, and administered at the state level” by January 1, 2006. Although the State Board of Elections’ (Elections) existing system, VVRS, is a secure statewide system, it does not meet all of the requirements of HAVA.

The VERIS project reflects Elections’ effort to meet the HAVA obligations and deadline, as well as realize other operational efficiencies. Elections has budgeted \$12 million for the entire project, funded by a HAVA grant. The functional scope of the system includes all regulatory, operational, control, management information and decision support needs related to the registration of voters and conduct of elections.

Sponsoring Agency Information	Secretary of Administration State Board of Elections: Project Sponsor: Susan McCleary, Assistant Secretary Project Manager: Majid Kahn	
Current Phase of Development	Execution and Control	
Project Timeline	Contract signed by VITA Original scheduled “Go-Live” Revised scheduled “Go-Live” Scheduled project closeout	December 2004 September 2005 December 2005 January 2006
Total Budget	\$12,000,000 (including \$1,000,000 for contingency)	
Funding	100% federally funded through the Help Americans Vote Act of 2002 (HAVA) <i>Note: System must satisfy five specific HAVA requirements by 1/1/06 to retain funding</i>	
Actual Costs (As of 6/30/05)	\$413,934	
Outside Contractor(s)	Primary Contractor: Unisys Sub Contractor: Quest (providing software) Sub Contractor: Aradyme (handling data conversion) IV&V Contractor: CACI	
Additional Information	VITA will provide: Contract Management Resources Hardware/Software Installation and Housing, Infrastructure Support Ongoing Maintenance for old and new systems Geographic Information Systems Support (VGIN) Election Night Results Reporting (Virginia.gov) The Department of Motor Vehicles will provide: Staffing resources as needed Elections has delayed their September 2005 go-live date to December 2005. This shift dramatically increases the project’s risk for losing federal funding as they may not complete full implementation by the 1/1/06 deadline imposed by HAVA.	
Report Name and Issue Date	Interim Review of the State Board of Election’s Virginia Election and Registration Information System Project - June 2005; State Board of Elections Report on Audit for the two-year period ended June 30, 2004 <i>Reports are available by searching under the agency name at www.apa.virginia.gov.</i>	

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Student System Project

The University of Virginia (UVA) is developing a request for proposal (RFP) to implement a Student System. UVA seeks to improve student-related business processes by the elimination of paper-based transactions, re-entry and re-keying of student data, and the consolidation and synchronization of student information databases.

In January 2003, UVA implemented an Oracle-based system they call, the Integrated System, replacing their legacy financial, human resources, and payroll systems. UVA did not implement the student system module in 2003 because the only available version was Oracle's first non-full release version and therefore it did not contain all the functionality needed for higher education institutions. The Integrated System will be considered complete when UVA selects and implements an integrated student system module.

Sponsoring Agency Information	Secretary of Education University of Virginia: Project Sponsor: Gene Block, Vice President and Provost Project Manager: Charles Grisham, Chemistry Faculty	
Current Phase of Development	Initiation	
Project Timeline	RFP to be released <i>Remaining schedule to be determined upon contract award.</i>	December 2005/ January 2006
Total Budget	Estimated at \$20,700,000	
Funding	100% through local general funds	
Actual Costs (As of 6/30/05)	\$0	
Outside Contractor(s)	Primary Contractor: TBD IV&V Contractor: TBD	
Additional Information	None noted	
Report Name and Issue Date	No reports issued to date.	

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Integrated Healthcare Information Management System (IHIMS)

The University of Virginia Health System (the Medical Center) is currently implementing the Integrated Healthcare Information Management System (IHIMS) solution with support from clinical system vendors that provide the needed application solutions. These vendors include Kodak Picture Archive Computer System (PACS) for image management in radiology, PICIS for critical care system device monitor data collection and flowsheets, Streamline Health for document management, and IDX Inc. for the continuum of care Electronic Medical Record. The IHIMS project solution connects the Medical Center with its affiliates and ambulatory clinics in an integrated and transferable electronic medical records processing system. The IDX Carecast software application integrates results and medical chart data together in a manner that enables it to be the “hub” for the various systems, allowing a consolidated portal for the Medical Center’s healthcare providers. This electronic medical records repository already provides doctors with timely online access to patient data, enhancing patient safety initiatives and quality outcomes. This repository will continue to evolve eventually bringing the hospital, emergency room, and all 104 ambulatory care sites of the Medical Center’s Health System together into one functional database.

Sponsoring Agency Information	University of Virginia Medical Center: Project Sponsor: Barbara Baldwin, CIO Project Manager: Cindy Perry, Associate CIO	
Current Phase of Development	Execution and Control	
Project Timeline	Contract Signed and Board Of Visitors approved Interim Clinical Results Archive System implemented Resequencing of IDX Phases and Amended Agreement to expedite ambulatory care portion of system Radiology Algotech/Kodak PACS LanVision/Streamline Document Management Multi Year Data Conversion and Result Repository Pilot clinic conversions PICIS (critical care) first unit implementation Inpatient modules completion Emergency Department modules completion Scheduled Project Closeout	May 1999 August 2001 July 2002 November 2002 August 2003 November 2004 July 2005 February 2006 September 2006 September 2006 January 2007
Total Budget	\$53,800,000	
Funding	100% internal funded through the Medical Center revenues.	
Actual Costs (As of 6/30/05)	\$31,004,894	
Outside Contractor(s)	Primary Contractors: IDX Inc., Kodak Inc., PICIS Inc, Streamline Health Inc., IV&V: University of Virginia Internal Audit	
Additional Information	The IDX Carecast is a product that is currently supporting patient care at more than 9,000 other healthcare sites. The Medical Center does not fall under VITA’s provisions, but considers VITA’s best practices where applicable. The Medical Center and IDX Inc. began the IHIMS project on June 30, 1999. Medical Center rescheduled the project since key Medical Center Executives departed and in 2002 the Medical Center and IDX Inc. mutually agreed to amend and restate the contract to reflect the Medical Center’s focus on the clinical process (Carecast).	
Report Name and Issue Date	No reports issued to date.	

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Comprehensive List of Systems Development Projects Currently Under Review

Administrative Re-engineering through Integrating Electronic Services (ARIES)

Virginia Commonwealth University (VCU) is currently implementing the SCT Banner system to replace their major administrative systems (finance, student financial aid and human resources) that are currently on older technology. The Banner suite of products will use new technologies and allow VCU to re-engineer administrative processes.

ARIES project execution began in July 2004 and will continue through August 2007 with project closeout scheduled for October 2007. The initial project budget is \$11.4 million, \$8 million in direct costs and an additional \$3.4 million for internal personnel efforts over the life of the project. The project will require resources from many of the University's organizational units to provide the needed expertise, staffing and decision-making. SCT will be an integral part of the team by providing both technical and functional resources for installation, training, process analysis and operations.

Sponsoring Agency Information	Secretary of Education Virginia Commonwealth University: Project Sponsor: Eugene Trani, President Program Manager: Paul Timmreck, Senior VP for Finance and Administration Project Manager: James Thomas	
Current Phase of Development	Execution and Control	
Project Timeline	Project Charter approved by the ITIB Financial and Human Resources modules Scheduled Go Live Student module Scheduled Go Live Scheduled project closeout	May 2004 July 2006 June 2007 October 2007
Total Budget	\$11,400,000	
Funding	\$8 million in direct costs (\$3 million non-general funds; \$5 million general funds) \$3.4 million in internal personnel efforts	
Actual Costs (As of 6/30/05)	\$2,921,505 direct cost \$1,117,000 estimated personnel cost	
Outside Contractor(s)	Primary Vendor: SCT IV&V Contractor: CACI	
Additional Information	None noted.	
Report Name and Issue Date	No report issued to date.	

APPENDIX B
Comprehensive List of Systems Development Projects
Currently Under Review

Infrastructure Public Private Partnership

In late 2003, VITA received five unsolicited public-private partnership proposals and in November 2004 selected two vendors, IBM and Northrop-Grumman to develop detailed proposals for the infrastructure. The partnership seeks a new data center, along with a backup facility, that includes the mainframe computer center and a consolidated computer server location for all data centers and servers taken over by VITA. The new main data center will replace the existing data center located in the Richmond Plaza Building in downtown Richmond, and the rented backup data center, currently located outside of Virginia.

The vendors would provide the staff and resources necessary to manage all data center operations including: mainframe and server equipment, maintenance and management of that equipment, data storage such as tape and disk backups, and a help desk to resolve agency problems in accessing and using the data center.

VITA is the business owner for this partnership since they are responsible for the Commonwealth's hardware and infrastructure. At the August 2005 ITIB meeting, VITA received approval from the ITIB to move into negotiations as the next step of the project. By mid-October VITA expects to complete negotiations and decide whether to recommend a comprehensive agreement for the ITIB, Governor, and General Assembly's review and approval.

To protect the Commonwealth's bargaining power with these vendors, VITA and the ITIB have chosen to exempt portions of the detailed proposals and negotiations from the Freedom of Information Act, which is allowed by the public-private partnership laws. As a result, we do not have details as to project timeline, budget, funding source, and final vendor selection at this time.

Sponsoring Agency Information	Secretary of Technology Virginia Information Technologies Agency Project Manager: Fred Duball
Current Phase of Development	Initiation
Project Timeline	TBD
Total Budget	TBD
Funding	TBD
Actual Costs (As of 6/30/05)	\$0
Outside Contractor(s)	Primary contractor: TBD IV&V contractor: TBD
Additional Information	None noted.
Report Name and Issue Date	No reports issued to date.

APPENDIX B

Comprehensive List of Systems Development Projects Currently Under Review

Project New Horizons

Virginia State University (Virginia State) is implementing the SCT Banner system to replace their current system, SCT Plus. Virginia State implemented SCT Plus a number of years ago and the vendor, SCT, is planning limited or no support of this system in the near future.. Banner will incorporate newer technologies and provide integration with web-based applications for the delivery of information. Virginia State will use staff from business units across the university as well as SunGard-Collegis, Inc. staff as its primary implementation service provider.

Commonwealth's Information Technology Investment Board approved Project New Horizons in January 2004. Initial work on the project began in April 2004 and continued for eight months. During this period the Virginia Information Technologies Agency employed a vendor, CACI, to perform an initial Independent Verification and Validation (IV&V) review, which found the project off-track and not positioned for success.

This IV&V report led the Commonwealth's Chief Information Officer (CIO), Lem Stewart, to suspend the project in January 2005. The suspension lasted 3 months in which time Virginia State worked to satisfy the required corrective actions to reactivate the project. The CIO reactivated the project in April 2005 and Virginia State is currently implementing Project New Horizons.

Sponsoring Agency Information	Secretary of Education Virginia State University: Project Sponsor: Eddie Moore, Jr., President Project Manager: Joseph Dixon	
Current Phase of Development	Execution and Control	
Project Timeline	Project Charter approved by ITIB Project Suspended Project Reactivated Finance with Human Resources integration modules go live Student and Financial Aid modules go live Scheduled Project Closeout	January 2004 January 2005 April 2005 July 2006 September 2007 October 2007
Total Budget	\$5,900,491	
Funding	Finance/Human Resources modules - \$2,077,600 Student/Financial Aid - \$3,698,091 IV&V Reviews - \$124,800	
Actual Costs (As of 6/30/05)	\$1,504,061	
Outside Contractor(s)	Consulting Services: Sungard-Collegis Inc. Software Vendor: SCT IV&V Contractor: CACI	
Additional Information	The project has suffered set backs due to staffing shortages, the University is currently working to fill vacant positions	
Report Name and Issue Date	Interim Report of Virginia State University's Project New Horizons - August 2005 <i>Reports are available by searching under the agency name at www.apa.virginia.gov</i>	



Commonwealth of Virginia

Walter J. Kucharski, Auditor

**Auditor of Public Accounts
P.O. Box 1295
Richmond, Virginia 23218**

September 28, 2005

The Honorable Mark R. Warner
Governor of Virginia
State Capital
Richmond, Virginia

The Honorable Lacey E. Putney
Chairman, Joint Legislative Audit
and Review Commission
General Assembly Building
Richmond, Virginia

We are currently conducting audits of the systems development process for several major information technology projects and submit our report entitled, "Progress Report on Selected System Development Projects in the Commonwealth" for your review. We conduct each systems development audit in accordance with the standards for performance audits set forth in Government Auditing Standards, issued by the Comptroller General of the United States.

AUDIT CONCLUSION

We found that for the major information technology projects included in this progress report the project managers comply with the Commonwealth's Project Management Standard, as issued by the Virginia Information Technologies Agency. However, the following projects are at risk of not being delivered on time, within budget and on scope as described in their respective detailed audit reports:

- Project New Horizons
Virginia State University
- Integrated Social Services Delivery System
Department of Social Services
- Virginia Election and Registration Information System
State Board of Elections

In addition, we have concerns that the following projects schedule, scope or cost may be negatively impacted by circumstances that the agency is closely monitoring and managing:

- Emergency Operations Center
Department of Emergency Management
- Banner Implementation
Longwood University

This progress report includes an explanation of our specific recommendations relative to each of these projects.

EXIT CONFERENCE

For all of these projects except the Emergency Operations Center at the Department of Emergency Management and the Offender Sentence Calculation System at the Department of Corrections, we have issued a previous audit report with recommendations to improve project management. For each of these reports we held an exit conference with agency management to discuss the report and received their response. For purposes of this progress report, we have included a summary of the report recommendations but did not conduct another exit conference since the recommendations have not changed. Likewise, we have not included the agency response in this progress report. The complete reports, along with agency responses, can be found on the Auditor of Public Accounts website at www.apa.virginia.gov by searching on the specific agency name.

For the Departments of Emergency Management and Corrections, this progress report does not include recommendations, but instead describes project history, activities, and status. We verified the accuracy of this information with all of the agencies, however since there were no audit recommendations we did not conduct an exit conference or receive an agency response.

AUDITOR OF PUBLIC ACCOUNTS

KKH/kva